Licence To Succeed:

Toward a Fair-Access Agenda

Annual Report 2012–2013

Office of the *fairness* commissioner

Bureau du commissaire à *l'équité*

transparent

objective

impartial

fair

WHAT IS THE OFFICE OF THE FAIRNESS COMMISSIONER?

The Office of the Fairness Commissioner (OFC) was created by the Fair Access to Regulated Professions Act, 2006, to ensure that everyone who is qualified to practise in a profession that is regulated in Ontario can get a licence to practise here. This need arose because some professionals, particularly those trained outside of Ontario, were encountering unnecessary obstacles.

The OFC works with the regulatory bodies that oversee the professions, to ensure that their licensing processes* are transparent, objective, impartial and fair. Ultimately, the OFC's goal is to ensure that anyone qualified in a regulated profession who wishes to practise in Ontario is not prevented from doing so by an unduly complex, costly or time-consuming licensing system.

The OFC aims to address fairness issues on a systemic level. It does not directly advocate for individuals or assess their credentials.

* In this document, *licensing*, *registration* and *certification* all refer to authorizing a person to practise a profession.

ONTARIO'S REGULATED PROFESSIONS

To get a licence in a regulated profession, a person must meet specific criteria. To ensure the highest possible standards, licensing processes are quite intense, and the licensing criteria include a mixture of education and practical experience.

In some cases, professionals coming to Ontario have already been trained in other jurisdictions, but they must prove they meet Ontario's standards before being registered to practise in the province.

In each profession, a regulatory body is authorized to set and enforce standards. The regulatory body oversees licensing, and sometimes works with outside organizations, such as qualifications assessment agencies, to help with the licensing process.

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MESSAGE FROM THE COMMISSIONER

About the Commissioner – Hon. Jean Augustine, PC, CM
In February 2012, Jean Augustine was re-appointed for a two-year term as Ontario's Fairness Commissioner. She is the first and only person ever to hold this position, having first been named Fairness Commissioner in 2007. A Member of the Order of Canada – in recognition of her "distinguished career as an educator, politician and advocate for social justice" – her many accomplishments include being the first African-Canadian woman elected to the Parliament of Canada and then the first black woman to serve in a federal Cabinet.

This past year saw two major milestones for the Office of the Fairness Commissioner:

- the completion of the first-ever assessments of regulatory bodies
- the release of our groundbreaking report, *A Fair Way to Go: Access to Ontario's Regulated Professions and the Need to Embrace Newcomers in the Global Economy*

The **assessments** involved a comprehensive review of regulatory bodies' licensing practices – something that had never before been done in Canada. This was no easy task, and I thank my staff for their diligence.

Licensing processes can be complex and intricate – and rightly so, given the need to ensure public protection and maintain high standards for performance and accountability. But one of the key objectives of the assessments was to determine whether licensing requirements were *too* complex, creating needless hurdles and preventing qualified applicants from using their skills in Ontario.

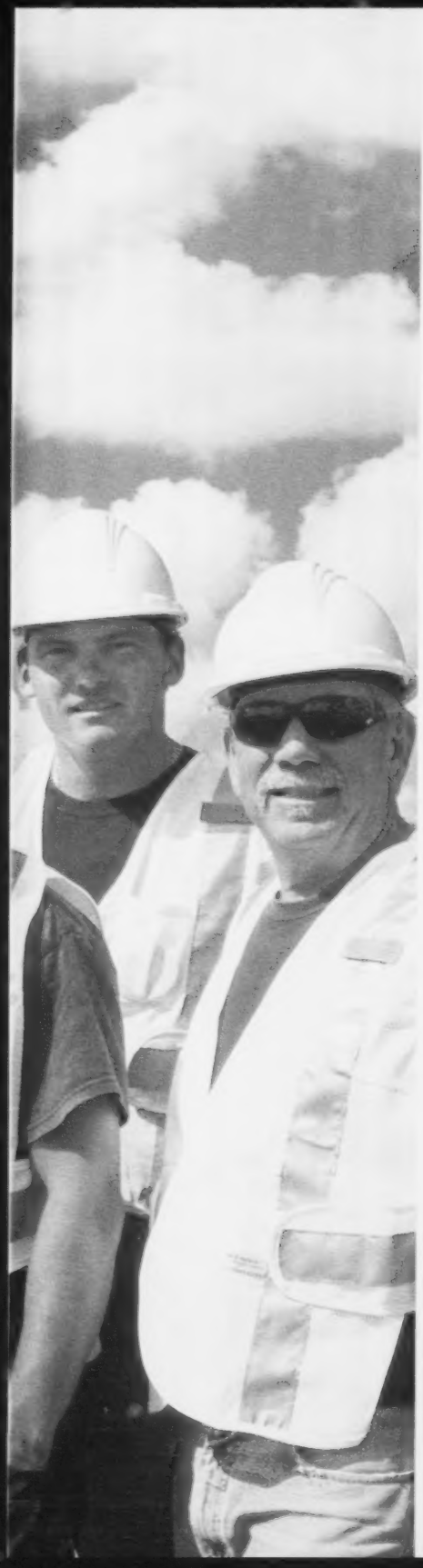
I am pleased to say that most regulatory bodies embraced the assessments, agreeing that such an examination was worthwhile and readily accepting our recommendations. But the reality that, together, we found so many ways to streamline licensing protocols shows how important it is to continue to be vigilant.

Our observations from the assessments formed the foundation for ***A Fair Way to Go***. As I said when we launched the report, fair licensing only works when the broader mind-set is one of welcoming professionals regardless of where they were trained. In today's fluid workforce, where we are literally competing with the entire world for skills, we simply cannot afford to be insular or parochial.

In that light, both *A Fair Way to Go* and the assessments have implications far beyond the day-to-day licensing of professionals, and form a springboard to a broader dialogue.

As we highlight these key initiatives in this annual report – which covers the year ending March 31, 2013 – I want to keep our collective focus on the future. Let's move forward on a fair-access agenda as the best approach – for regulators, for applicants, and for a vibrant, competitive Ontario.

Hon. Jean Augustine, PC, CM
Fairness Commissioner



A LARGE CONSTITUENCY

FACTS AND FIGURES ABOUT PROFESSIONAL LICENSING IN ONTARIO

The Office of the Fairness Commissioner (OFC) oversees the licensing practices of 40 Ontario regulatory bodies.

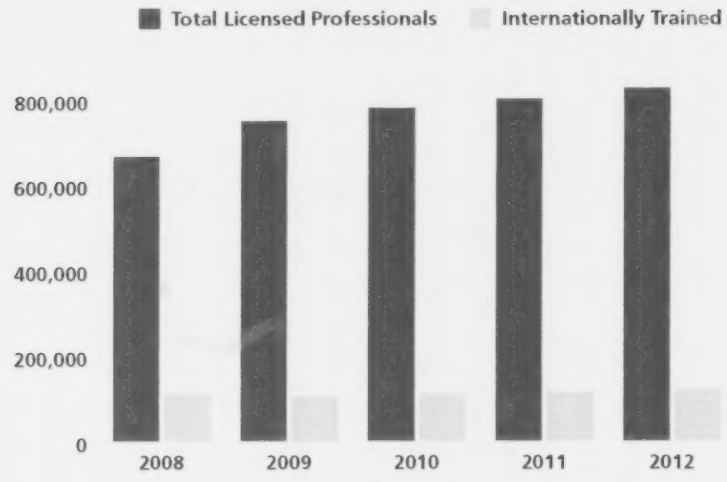
In 2012, there were 825,618 licensed professionals in Ontario, up by 3.2% from the previous year.

119,598 (14.5%) were internationally trained professionals – an increase of 4.7% over 2011.

Ontario regulatory bodies received 62,553 licence applications in 2012, up 0.2% from 2011.

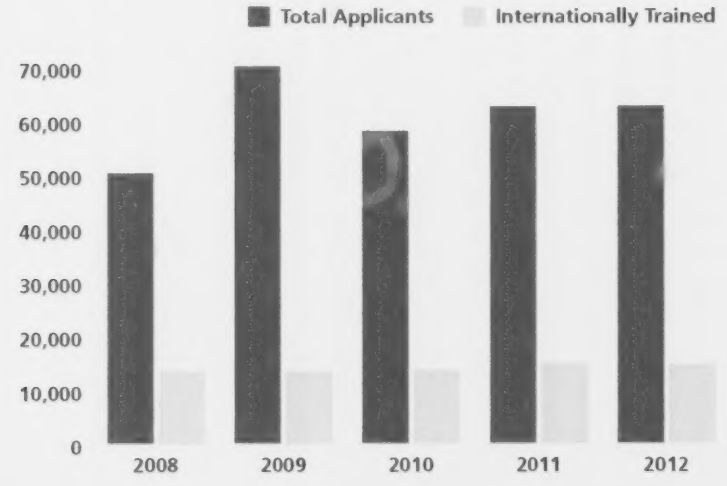
14,588 (23%) of these applications were international, a decrease of 0.9% from 2011.

Licensed Professionals in Ontario 2008–2012



Since 2008, the total number of licensed professionals in Ontario has grown gradually, at a slowing rate. The number of internationally trained licensed professionals has increased marginally.

Applications for Licences in Ontario 2008–2012



The number of applications for licences in Ontario has varied, but the number of internationally trained applicants has remained relatively stable.

Ontario's Future Tied to Immigrant Success

Ontario's Ministry of Finance has projected that by 2016, 100% of the province's net labour-market growth will come from immigration.

The Conference Board of Canada estimates that the economic cost of *not* recognizing the qualifications of highly skilled immigrants is between $4 billion and $6 billion annually.

Immigration to Ontario has been declining in recent years. The percentage of Canadian immigrants who landed in Ontario dropped from a peak of 59.3% in 2001 to 40% in 2011.

A New Direction: Ontario's Immigration Strategy sets the direction for selecting, welcoming and helping immigrants to the province. Its objectives are:

- attracting a skilled workforce and building a stronger economy
- helping newcomers and their families achieve success
- leveraging newcomers' global ties and connections to enhance economic growth and prosperity for Ontario

MAKING PROGRESS

The Office of the Fairness Commissioner spearheads systemic, institutional change. This sort of transformation requires diligence over time.

To achieve this change, the OFC encourages continual progress, resulting in many *practical, real-life improvements* to licensing processes.

Following are some examples of actions taken by regulatory bodies in 2012–13 to improve their licensing procedures, acting on the OFC's advice, recommendations and oversight.

Highlights

- **Chartered Accountants** developed an information framework to help potential applicants determine whether their academic credentials are adequate, as well as a unique grade-conversion tool that streamlines the application process.
- **Dietitians** developed material to help applicants estimate the total cost of the licensing process. The information is comprehensive, complete, and easy to find and understand.
- **Early Childhood Educators** created specific application forms for different types of applicants. They also improved the efficiency of the registration appeals process, to ensure timely approval of written decisions.
- **Engineers** helped develop and pilot a national competency-based method for assessing work experience. This method helps make decision-making more objective.
- **Land Surveyors** amended their registration regulation to enable applicants to meet the academic requirement for licensing through an appropriate combination of education and experience, rather than just formal credentials. This allows for *competency-based assessment* – a method that assesses whether applicants have the skills and knowledge needed to practise the profession.
- **Management Accountants**, in response to an OFC assessment recommendation, clearly identified for applicants all of the elements that an official academic transcript must include.

- **Optometrists** organized training sessions on cultural diversity and human rights for their registration staff and committee members who were involved in designing and implementing a new process for considering applications from internationally trained optometrists and ophthalmologists.
- **Physicians and Surgeons** developed a series of flowcharts for international medical graduates, outlining the options available to them based on where they currently practise. The flowcharts bring together information that is spread across the websites of seven national and provincial organizations involved in the licensing process.
- **Psychologists** clarified on their website which licensing steps an applicant can complete outside of Canada.
- **Social Workers and Social Service Workers**, in response to an OFC recommendation, updated their website to identify variables that could slow down the normal licensing process.
- **Teachers** enhanced their website and online application process to make their certification system more transparent.

Influence on Regulations

Once enacted, regulations are law. The Office of the Fairness Commissioner is actively involved in reviewing and commenting on proposed registration regulations made under profession-specific acts.

Periodically, regulatory bodies propose new regulations, or amendments to existing ones. At the request of the regulatory body or the responsible ministry, the OFC examines the proposals to ensure that they maintain fairness, transparency, impartiality and objectivity.

In 2012–13, the OFC provided input into regulatory changes proposed by five regulatory bodies, such as amendments to wording about:

- acceptable education programs
- timelines around application processes
- academic and experience requirements
- registration categories
- labour mobility

"By and large, the regulatory bodies do a good job. They are genuinely trying to be fair and reasonable. And, for the most part, when our office makes suggestions for improvement, they heed our advice."

Jean Augustine, Ontario Fairness Commissioner

FOCUS ON IMPROVEMENT: ASSESSMENT RESULTS

Between September 2011 and August 2012, the Office of the Fairness Commissioner conducted a comprehensive assessment of Ontario's regulatory bodies – the first assessment of its kind in Canadian history. The OFC completed 37 assessments, reviewing registration practices and meeting directly with representatives from the regulatory bodies.

To ensure a consistent and transparent approach, the OFC created two assessment guides (one for health bodies and one for non-health bodies) that included 71 clearly defined desirable practices.

The assessments compared regulators' actual practices against the desired practices, made recommendations for change, and identified commendable practices the regulators had already put in place.

The assessments found that regulatory bodies were generally working in good faith to adhere to their fair-access duties – as demonstrated by the 304 commendable practices the OFC identified.

At the same time, the OFC highlighted key areas for further improvement and made wide-ranging recommendations to improve 339 registration practices among the various regulators.

By March 1, 2013, all of the regulatory bodies had completed and submitted action plans to respond to the OFC's recommendations. Many of the recommendations have already been implemented.

Based on the overall assessment results, the OFC identified 12 key areas for improvement.

Top 12 areas for improvement	How improvements contribute to fair access
1. Provide clear rationales for requirements. 2. Recognize acceptable alternatives for meeting registration requirements. 3. Identify exemptible requirements. 4. Strengthen assessment criteria and methods.	To ensure no one is excluded unfairly, regulators must be able to explain why requirements are necessary and relevant for safe and competent professional practice. Assessment needs to be more flexible, going beyond a narrow focus on academic credentials to recognize the variety of ways individuals develop professional knowledge and skills.
5. Improve information for applicants. 6. Address the burden of fees. 7. Ensure reasonable and transparent timelines. 8. Facilitate opportunities to start the registration process outside Canada.	More accessible information and efficient processes would help all qualified professionals both begin and complete the registration process without unnecessary expense or delay.
9. Increase focus and rigour of training for decision-makers. 10. Provide anti-discrimination training.	Well-trained decision-makers ensure consistent, fair and impartial assessments and registration decisions.
11. Offer better information about reviews and appeals. 12. Enhance access to records.	Improved information and better access to records for applicants are critical to ensuring effective access to appeals.

The Next Assessment Cycle: 2013–14

Assessments are not a one-time initiative. The OFC will assess regulatory bodies every two years.

Based on feedback from the 2011–12 cycle, the OFC has refined the assessment process:

- The next assessments, which will take place in 2013–14, will be targeted individually for each regulatory body, based on recommendations from its 2011–12 assessment and its action plans to date. The results will be available to the public.
- Reports will be shorter and clearer.
- Meetings will occur later in the process, to enable more effective implementation and actions.

A FAIR WAY TO GO

EXAMINING FIVE YEARS OF FAIR-ACCESS WORK: ADVANCES AND PROBLEMS

In January 2013, the Office of the Fairness Commissioner released ***A Fair Way to Go: Access to Ontario's Regulated Professions and the Need to Embrace Newcomers in the Global Economy***.

The 77-page report is the culmination of five years of research and observation about Ontario's professional licensing system.

The report analyzes the progress and challenges in fair access to the professions from 2007 to 2012, summarizes the key findings of the OFC's 2011–12 assessments of the regulatory bodies, and proposes a route to further progress.

A Fair Way to Go concludes that while extensive progress has been made to address barriers to professional licensing, some regulators have made more improvements than others. All could do more to address ongoing challenges related to the complexity, length and cost of the licensing process.

It also concludes that the provincial and federal governments need to do more to promote and ensure fair access.

A Fair Way to Go sets out key components for a fair-access agenda, for both regulatory bodies and governments.

A fair-access agenda for the future

A fair-access agenda for regulatory bodies and their members:

- Streamline the registration process.
- Widen the reach of international mutual recognition agreements.
- Identify and remove unnecessary requirements.
- Identify acceptable alternatives for meeting the competencies embedded in academic and experience requirements.
- Collect applicant input on registration requirements and processes. Measure the impact of fair-access initiatives on the experience of applicants.
- Implement OFC recommendations from the 2011–12 assessment cycle.

A fair-access agenda for government:

- Project a clear and compelling vision for our province and country that values diversity and mobilizes the full potential of all residents.
- Ensure policy coherence, integrating fair-access considerations into the development and implementation of related legislation and policies, particularly in the area of professional regulation, global labour mobility, and immigration.
- Continue to fill resource gaps by addressing applicant needs for financial aid and by funding bridging programs and foreign-credential-recognition initiatives.

A fair-access agenda for research:

- Conduct evaluation research on emerging fair-access developments, such as bridging programs and competency assessment.
- Conduct academic research on access to the professions and how access has changed over time. Identify promising practices and recommend priorities for further action.
- Contribute to the development of an evidence-based understanding of the promise and challenges of diversity for the regulated professions and the public they serve.

"We talk *like we welcome the world with open arms. We need to make sure we* act *like it."*

Fairness Commissioner Jean Augustine, speaking to about 200 stakeholders at the launch of A Fair Way to Go

PROTECTION OR PROTECTIONISM?

EXPERT PERSPECTIVES

In January 2013, the Office of the Fairness Commissioner presented a panel discussion, "Protection or Protectionism?"

Before the discussion, Fairness Commissioner Jean Augustine explained the challenge facing regulatory bodies, illustrated as a triangle of important but sometimes competing forces.

Public Protection

Ensuring that only qualified professionals are providing certain services

Members' Interests

Listening to those already licensed and their professional associations

Fair Access

Providing equal opportunity, ensuring that no qualified applicant will be denied a licence

The Commissioner explained that, "in our view, when the balance is off, it's usually fair access that drops behind. We need to ensure vigilance at all times so the other two forces do not block qualified applicants from adding their skills to our workforce."

The three expert panelists then shared many interesting observations and ideas about protection and protectionism and about the importance and implications of fair access to the professions in Ontario.

Lorne Sossin, Debbie Douglas and Gervan Fearon shared their views about protection and protectionism.

"Fair-access work is an investment, and when we see folks becoming successfully economically integrated, it's obvious that the investment is worthwhile."

Debbie Douglas,
Executive Director of the Ontario
Council of Agencies Serving Immigrants

"We should be looking at how we can best utilize everyone's human capital – meaning their individual knowledge, skill, talent, and ability – because ultimately that is what will make our society at large more productive, competitive and prosperous."

Gervan Fearon,
Dean of the G. Raymond Chang School
of Continuing Education at Ryerson University

"[Embracing internationally trained professionals] is a necessary part of modernizing to a more fair, more transparent, more globally competitive and ultimately more just system of regulatory licensing … It's not easy. But it may just be that we were too complacent in the past about what we thought was good enough, and reflecting on fair access in our professions has been a way of shining a light on things that deserve to be looked at differently."

Lorne Sossin,
Dean of Osgoode Hall Law School

"Professionals from other places give Ontario a huge economic advantage. They enable crucial business connections, new ideas and best practices, and better understanding of other cultures – opening doors and opening markets. We need policies and procedures that make it easier, not harder, for these vital people to join us."

Jean Augustine, Ontario Fairness Commissioner

SUCCESS TO DATE

2006

Fair Access to Regulated Professions Act, 2006, creates Office of the Fairness Commissioner (OFC)

2007

Hon. Mike Colle, Minister of Citizenship and Immigration, congratulates newly named Commissioner, Hon. Jean Augustine

OFC begins gathering, for the first time, hard data on licensing in Ontario's regulated professions

2010

Regulators are required to critically examine three facets of licensing: work-experience requirements; how fast they make decisions; and the fees they charge applicants

malatest
GETTING YOUR PROFESSIONAL LICENCE IN ONTARIO: THE EXPERIENCES OF INTERNATIONAL AND CANADIAN APPLICANTS
Final Report

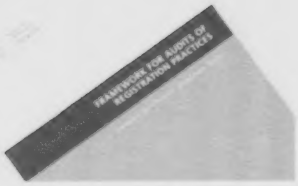
OFC releases a research study called *Getting Your Professional Licence in Ontario: The Experiences of International and Canadian Applicants*, the first study ever commissioned to document applicants' experiences

Clearing the Path: Recommendations for Action in Ontario's Professional Licensing System sets out 17 specific recommendations for improving licensing practices

2013

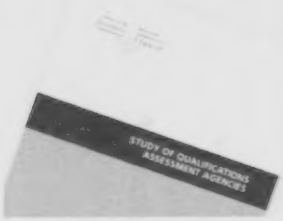
OFC meets with regulatory bodies to refine the assessment process as it prepares for the 2013–14 cycle of assessments

2008–2011



All regulated professions in Ontario undergo audits

2009



OFC surveys qualifications assessment agencies, to learn more about the fairness of their assessments

Provincial premiers and territorial leaders endorse full labour mobility across Canada. Ontario Labour Mobility Act is passed, and OFC works with Ontario regulators on implementation

2011–2012

Hon. Deb Matthews, Minister of Health and Long-Term Care, meets with the seven organizations involved in the licensing of doctors in Ontario, at the Commissioner's instigation

OFC conducts first cycle of assessments of all regulatory bodies and publishes results

2013

A Fair Way to Go: Access to Ontario's Regulated Professions and the Need to Embrace Newcomers in the Global Economy reflects observations about the licensing system, results of assessments, and recommendations for the future

OUTREACH

The Fairness Commissioner and OFC staff routinely meet with stakeholders throughout Ontario to discuss the OFC's work. Recently, this outreach has expanded outside Ontario, as the Commissioner and her staff have been invited to share their experience and expertise with other jurisdictions.

2012–13 Highlights

- **Brampton:** Commissioner spoke about civic engagement at the first annual professional women's luncheon held by United Achievers Community Services.
- **Halifax, Nova Scotia:** Commissioner spoke about competency assessment at a conference of the Canadian Association for Prior Learning.
- **Kitchener:** Commissioner spoke at the City of Kitchener Diversity Committee Conference.
- **Manilla, Philippines:** Commissioner participated in panel discussions and other meetings during the Conference Board of Canada's Leaders' Roundtable on Immigration conference.
- **Ottawa:** Commissioner's outreach activities included the following:
  - addressing the Ottawa Women's Canadian Club on "Tapping The Talents Of Immigrant Professionals"
  - speaking to the Canadian Regulators Conference on "Oversight of Regulatory Bodies: What's New?"
  - speaking at the Metropolis Conference
- **Richmond Hill:** Commissioner delivered keynote address to more than 400 people at the York Region Gateway Conference for Internationally Educated Professionals.

- **Toronto:** Commissioner's outreach activities included the following:
  - speaking to the Economic Club of Canada on "Unlocking The Talents Of Skilled Immigrants"
  - addressing the Luncheon Speaker Series of the Canadian Centre for Ethics and Corporate Policy
  - speaking at "Engaging Hearts and Minds: an Agenda for Global Citizenship Education," a conference presented by Centennial College
  - delivering keynote address, "Licence to Succeed: Ensuring Professional Registration Meets Public Policy Objectives," at the York University School of Public Policy and Administration Alumni Awards Dinner
  - presenting "International Credentials: Asset or Liability?" at the Munk School of Global Affairs / R. F. Harney Program in Ethnic, Immigration and Pluralism Studies lecture series
  - speaking at the Consular Corps Association Luncheon
  - briefing Ontario MPPs at Queen's Park
- **Windsor:** Commissioner spoke at the Internationally Trained Professionals Conference.
- **Winnipeg, Manitoba:** Executive Director Nuzhat Jafri spoke about the OFC's continuous improvement strategy at a national conference on internationally educated nurses.

Commissioner meets with Sebastian Kurz, Secretary of State for Integration, Austria, in Toronto.

ADVICE TO GOVERNMENT

The Office of the Fairness Commissioner reports directly to the Ontario Minister of Citizenship and Immigration, to provide updates on fair access across the province's licensing system.

The Commissioner advises the seven ministers responsible for regulated professions, to draw attention to problems and progress in the regulatory bodies they oversee. The Commissioner also meets with the Minister of Training, Colleges and Universities, who is responsible for the new Ontario College of Trades and for improving labour mobility in Ontario.

ONTARIO REGULATORY BODIES (Grouped by responsible ministry)

MINISTRY OF AGRICULTURE AND FOOD

College of **Veterinarians** of Ontario

MINISTRY OF THE ATTORNEY GENERAL

Ontario Association of **Architects**

Institute of **Chartered Accountants** of Ontario

Professional **Engineers** Ontario

Certified **General Accountants** of Ontario

Law Society of Upper Canada

Certified **Management Accountants** of Ontario

MINISTRY OF COMMUNITY AND SOCIAL SERVICES

Ontario College of **Social Workers and Social Service Workers**

MINISTRY OF EDUCATION

College of **Early Childhood Educators**

Ontario College of **Teachers**

MINISTRY OF HEALTH AND LONG-TERM CARE

College of **Audiologists and Speech-Language Pathologists** of Ontario

College of **Chiropodists** of Ontario

College of **Chiropractors** of Ontario

College of **Dental Hygienists** of Ontario

Royal College of **Dental Surgeons** of Ontario

College of **Dental Technologists** of Ontario

College of **Denturists** of Ontario

College of **Dietitians** of Ontario

College of **Homeopaths** of Ontario

College of **Kinesiologists** of Ontario

College of **Massage Therapists** of Ontario

College of **Medical Laboratory Technologists** of Ontario

College of **Medical Radiation Technologists** of Ontario

College of **Midwives** of Ontario

College of **Naturopaths** of Ontario

College of **Nurses** of Ontario

College of **Occupational Therapists** of Ontario

College of **Opticians** of Ontario

College of **Optometrists** of Ontario

Ontario College of **Pharmacists**

College of **Physicians and Surgeons** of Ontario

College of **Physiotherapists** of Ontario

College of **Psychologists** of Ontario

College of Registered **Psychotherapists** and Registered **Mental Health Therapists** of Ontario

College of **Respiratory Therapists** of Ontario

College of **Traditional Chinese Medicine Practitioners and Acupuncturists** of Ontario

MINISTRY OF NATURAL RESOURCES

Ontario Professional **Foresters** Association

Association of Ontario **Land Surveyors**

MINISTRY OF NORTHERN DEVELOPMENT AND MINES

Association of Professional **Geoscientists** of Ontario

MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES

Ontario College of **Trades**

NO MINISTRY

Ontario Association of **Certified Engineering Technicians and Technologists**

ONGOING VIGILANCE

The Office of the Fairness Commissioner brings concerns to the attention of the appropriate government minister and ministry staff, making recommendations and working toward satisfactory solutions.

For example:

Denturists (Ministry of Health and Long-Term Care) – The OFC continues to work with the provincially appointed supervisor who is overseeing the College of Denturists of Ontario to ensure ongoing improvements to licensing practices. The supervisor was appointed in March 2012 to address fairness and transparency concerns raised by the OFC.

Lawyers (Ministry of the Attorney General) – The OFC has heard from some internationally trained lawyers that the National Committee on Accreditation (NCA) did not recognize their foreign qualifications. They raised concerns about a lack of the following:

- recognition of online programs and courses
- transparency in the NCA's approach to assessment
- available spaces for NCA applicants in required courses in Ontario

The OFC continues to monitor the situation and liaise with the NCA and the Law Society of Upper Canada to gather information and clarify these issues.

Nurses (Ministry of Health and Long-Term Care) – An amended registration regulation from the College of Nurses of Ontario came into force on January 1, 2013. Affected applicants have told the OFC about:

- a lack of transparency about licensing changes
- a very short time frame for applying under the former requirements
- no grandparenting for applicants who were already within the licensing process

- poor communication to applicants
- changes in language requirements
- confusion about the ability of unsuccessful applicants to re-enrol in nursing programs in Ontario

The OFC has expressed concern about these issues to the college on a number of occasions.

Physicians and Surgeons (Ministry of Health and Long-Term Care) – Alternative pathways to licensing are being introduced at the national level. But qualified international medical graduates (IMGs) still have greater difficulty obtaining an Ontario residency placement (in order to become licensed) than Canadian medical graduates and Canadians studying medicine abroad. Given IMGs' relatively poor success rate, the OFC is concerned that efforts aimed at helping immigrants are not having the intended impact. (Data source: The Canadian Resident Matching Service)

Psychologists (Ministry of Health and Long-Term Care) – The OFC raised concerns about proposals that Ontario require psychologists to earn a doctoral degree, while other provinces accept a master's degree – creating a potential double standard under labour mobility provisions. The College of Psychologists of Ontario created the Task Force on Shaping the Future of Psychology in Ontario to address this issue. It proposed to:

- stop master's-level registration
- grandparent current psychological associates as psychologists
- create a system to evaluate internationally (non-U.S.) trained applicants

Traditional Chinese Medicine Practitioners and Acupuncturists (Ministry of Health and Long-Term Care) – The OFC provided comments to the transitional council of the College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario about its registration regulation. In the weeks leading up to the April 1, 2013, registration deadline, the college was the subject of media scrutiny. The OFC carefully monitored the situation and remains alert to any ongoing issues.

"I have absolutely no patience for those who will shrug off minor procedural matters as trivial or inconsequential. Every bit of unnecessary red tape causes hardship for the people tangled in it."

Jean Augustine, Ontario Fairness Commissioner

FINANCIAL STATEMENT

Statement of Revenues and Expenses
Year Ended March 31, 2013

	2013	2012
Revenues		
Ministry of Citizenship and Immigration	$ 1,762,400	$ 1,689,900
Interest income	4,731	7,467
	1,767,131	1,697,367
Expenses		
Salaries, wages and benefits	1,269,870	1,174,417
Services	283,515	282,786
Office administration	128,571	134,503
Transportation and communications	46,995	44,777
	1,728,951	1,636,483
Excess of revenues over expenses before amortization	**38,180**	**60,884**
Amortization of capital assets	36,055	57,909
Excess of revenues over expenses for the year	**$ 2,125**	**$ 2,975**

Notes to Financial Statement

1. Significant accounting policies

Significant accounting policies followed in the preparation of this financial statement are:

a) Revenues

Funds provided by the Ministry of Citizenship and Immigration are recognized in the year in which they are earned.

b) Management estimates

The presentation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of revenues and expenditures during the reported period. Actual amounts could differ from these estimates.

c) Change in an estimate

Effective April 1, 2012, the OFC revised the estimate of the useful life of its leasehold improvements from five to ten years. The effect of this change has been applied prospectively.

Full audited financial statements are available on the OFC website or by contacting the OFC.

OFC STAFF

(in alphabetical order)

Hon. Jean Augustine, PC, CM, Fairness Commissioner | David Cavaco | Tanya Chute-Molina | Larry Colle | Florine Ip | Nuzhat Jafri | Angelika Neuenhofen | Mabel Opoku | Beatrice Schriever | Sharon Vanin | Jessica Walters | Richard Webster

transparency

A process is transparent if it is conducted in such a way that it is easy to see what actions are being taken to complete the process, why these actions are taken, and what results from these actions. In the regulatory context, transparency of the registration process encompasses the following:

- Openness: having measures and structures in place that make it easy to see how the registration process operates
- Access: making registration information easily available
- Clarity: ensuring that information used to communicate about registration is complete, accurate and easy to understand

objectivity

A process or decision is objective if it is based on formal systems, such as criteria, tools, and procedures that have been repeatedly tested during their development, administration and review and have been found to be valid and reliable. In the regulatory context, objectivity of systems encompasses the following:

- Reliability: ensuring that the criteria, training, tools and procedures deliver consistent decision outcomes regardless of who makes the decision, when the decision is made, and in whatever context the decision is made
- Validity: ensuring that the criteria, training, tools and procedures measure what they intend to

impartiality

A process or decision is impartial if the position from which it is undertaken is neutral. Neutrality occurs when actions or behaviours that may result in subjective assessments or decisions are mitigated. Impartiality may be achieved by ensuring that all sources of bias are identified and that steps are taken to address those biases. In the regulatory context, impartiality encompasses the following:

- Identification: having systems to identify potential sources of bias in the assessment or decision-making process (for example, sources of conflict of interest, preconceived notions, and lack of understanding of issues related to diversity)
- Strategies: having systems to address bias and enable neutrality during the assessment and decision-making process (for example, training policies that address conflict of interest, procedures to follow if bias is identified, and using group deliberation and consensus strategies to come to decisions)

fairness

A process or decision is considered fair in the regulatory context when all of the following are demonstrated:

- Substantive fairness: ensuring the fairness of the decision itself. The decision itself must be fair, and to be fair it must meet pre-determined and defensible criteria. The decision must be reasonable and the reasoning behind the decision must be understandable to the people affected.
- Procedural fairness: ensuring the fairness of the decision-making process. There is a structure in place to ensure that fairness is embedded in the steps to be followed before, during and after decisions are made. This structure ensures that the process is timely and that individuals have equal opportunity to participate in the registration process and demonstrate their ability to practise.
- Relational fairness: ensuring that people are treated fairly during the decision-making process by considering and addressing their perception about the process and decision.

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